



## Introduction

### Purpose

The Department of State Fiscal Year 2008 Department Performance Summary, submitted to the President, the Congress, and the American public, describes the Department's plans to advance its mission, long-term strategic goals, and performance goals during FY 2008. This performance summary satisfies the reporting requirements of the Government Performance and Results Act of 1993 (GPRA) and the Office of Management and Budget (OMB).

The Performance Summary is built on the long-term State and USAID strategic planning framework. It highlights the Department's performance at a strategic level and consists of indicators that measure the Department's effectiveness advocating policy positions and improving management operations that enable the conduct of diplomacy at over 260 posts worldwide.

Department of State employees understand their fiduciary responsibility to the American public and are focused on delivering measurable results in support of their mission to, "Advance freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people and act responsibly within the international system."

### Benefit to the American Public

The Department is the lead U.S. Government (USG) agency for developing and executing U.S. foreign policy and interacting with foreign governments and international organizations.

Human suffering due to poverty, authoritarian rule, conflict and natural disasters can foster extremism, destabilize individual countries and entire regions, and as the American people have seen, pose a threat to U.S. and global security. Competition for resources as well as political and social influence underlie many of the world's most destabilizing and threatening conflicts. The Department leads U.S. diplomatic efforts to prevent and alleviate such suffering. The Department works to achieve peace and security by promoting human rights and democracy, supporting conflict resolution and prevention, combating the proliferation of weapons of mass destruction, and countering international terrorism that threatens vital U.S. interests at home and abroad. The Department seeks to protect and promote the United States' access to resources, markets, and societies in such a way as to promote prosperity, social justice, and global development. The Department is one of the few places in the U.S. Government that engages a full range of economic and other policy tools (Total Economic Engagement) in support of these objectives. In the wake of the events of 9/11, such efforts are increasingly critical.



The Department also continually utilizes its resources and influence to assist Americans who travel and live abroad. The Department issues U.S. passports, facilitates overseas voting in federal elections, evacuates Americans from conflict areas, and deters the entry into the U.S. of those who seek to threaten the nation, while approving the entry of qualified foreigners. The Department meets important homeland security responsibilities, such as combating visa and passport fraud, and protecting foreign diplomats in the U.S. so that terrorists do not hinder the day-to-day conduct of diplomacy.

In tandem with the international community, the Department advances sustainable development and solutions to global problems that cannot be solved by any one nation. For example, the Department works diligently to support the spread and adoption of democratic ideals worldwide. U.S. diplomats promote fundamental universal values such as religious freedom, freedom of the press, and worker rights, and help to create a more secure, stable, and prosperous world economy through democratic governance. A vigorous public diplomacy, based on the



international exchange of persons, information and ideas, that engages foreign leaders and publics, is essential to American security and international leadership. While contributing to American prosperity, the opening of foreign markets to U.S. goods and services also results in higher standards of living and lower poverty levels in other countries. The Department partners with other nations to build education capacity and leadership development to promote a prosperous and secure world. The Department also offers the opportunity for Americans to learn from others and share expertise through exchanges. The Department works with other countries to promote a sustainable global environment, a healthy world population, effective migration systems, and strong international health care capabilities to enhance American security by protecting the U.S. from the effects of environmental degradation and deadly disease in an increasingly interconnected world and to inform the foreign public about our efforts, our policies and our values.

## Major Crosscutting Efforts

Challenges to U.S. and global security, freedom and prosperity often transcend the bounds of a single geographic or functional bureau. The Department addresses such crosscutting issues through effective collaboration among bureaus and/or other U.S. Government (USG) agencies.

### Repositioning for Transformational Diplomacy

Secretary Rice has described the objective of transformational diplomacy as working with many partners around the world to build and sustain democratic, well-governed states that will respond to the needs of their people -- and conduct themselves responsibly in the international system. As the Secretary said, "Transformational diplomacy is rooted in partnership, not paternalism -- in doing things with other people, not for them. We seek to use America's diplomatic power to help foreign citizens to better their own lives, and to build their own nations, and to transform their own futures..."

Implementing the Secretary's vision of transformational diplomacy requires the Department to change how it is organized and approaches its multifaceted mission. The Secretary has announced her plans for global repositioning, restructuring our overseas and domestic staffing, as well as her vision for the future of the Department of State.

At present, Foreign Affairs personnel are frequently centralized within capital cities, leaving nearly 200 cities worldwide with over one million people where we have no formal diplomatic presence. To meet these challenges, the Secretary has begun a major repositioning of U.S. diplomatic personnel across the world. In a multiyear process, positions will be moved to critical emerging areas in Africa, South Asia, East Asia, the Middle East and elsewhere.



Many priority foreign policy issues are not limited by country boundaries, but are transnational and regional in nature, and require new thinking and more targeted responses. Building on regional collaborations and an expanded diplomatic presence in key regions, we can develop a more effective approach to building democracy and prosperity and fighting terrorism, disease, and human trafficking. For example:

- Regional public diplomacy platforms are being set up in Europe and the Middle East. These centers will take America's story directly to the people and the regional television media in real time and in the appropriate language.
- Regional Centers of Excellence such as in Frankfurt, Germany; Ft. Lauderdale, Florida; and Charleston, South Carolina, will perform management support activities such as human resources or financial management.
- Where physical facilities are not possible, Virtual Presence Posts combine web technology, travel, media outreach and programs to create a feeling at the local level that America is present and concerned about partnership. Many Virtual Presence Posts leverage the networking talents and energy of newer diplomats to reach out to millions of local citizens in large cities around the world. There are 35 Virtual Presence Posts with many more planned.